



PERFORMANCE AGREEMENT

Made and entered into by and between

THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY

("the City")

(Represented **Dr. Floyd Brink, City Manager**, duly authorised by Municipal Council Resolution)

and

Andile Gobinca

("Secretary to Council")

for the financial year: 1 July 2026 to 30 June 2027

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1. INTRODUCTION

- 1.1 The City has entered into a contract of employment with the Secretary to Council in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Secretary to Council reporting to the City Manager, to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

- 2.1 The parties agree that the purpose of this Agreement is to:
 - 2.1.1 comply with the provisions of Section 57(1)(b), 4(A), (4B) and (5) of the Systems act; and the employment contract entered into between the parties;
 - 2.1.2 specify objectives and targets established for the Secretary to Council;
 - 2.1.3 specify accountabilities as set out in the performance plan (scorecard) attached as Annexure 'A';
 - 2.1.4 monitor and measure performance against set targeted outputs;
 - 2.1.5 use the performance agreement and scorecard as the basis for assessing whether the employee has met the performance expectations applicable to their job;
 - 2.1.6 in the event of outstanding performance, to appropriately reward the employee in accordance with the City's performance management policy; and
 - 2.1.7 give effect to the City's commitment to a performance-orientated relationship with the Secretary to Council in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof, this Agreement will commence on the date of appointment of the Secretary to Council, and, subject to paragraph 3.3, will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.
- 3.3 This Agreement will terminate on the termination of the City Manager's contract of employment regardless of the reason for such termination.
- 3.4 The content of this agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The scorecard in Annexure "A" sets out:
- 4.1.1 the performance objectives and targets that must be met by the Secretary to Council; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure "A" (scorecard) are set by the City Manager and the Group Performance Audit Committee after consultation with the Secretary to Council and are based on the Growth and Development Strategy, Integrated Development Plan, Mayoral Priorities Service Delivery and Budget Implementation Plan (SDBIP) and Budget of the City, and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Secretary to Council's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the City's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT POLICY

- 5.1 The Parties record that the City has a Performance Management Policy, which may be amended from time to time. It describes the systems and procedures of performance management in the City in which the Secretary to Council will be required to engage in performing their job.

- 5.2 The Secretary to Council agrees to participate in the performance management system that the City adopts or introduces.
- 5.3 The Secretary to Council accepts that the purpose of the performance management policy and system is to provide a comprehensive system with specific performance standards to assist the City, City Manager and Secretary to Council to perform to the standards required.
- 5.4 The Secretary to Council undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The Secretary to Council's assessment will be based on their performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPAs.

6. EVALUATING PERFORMANCE

- 6.1 It is recorded that in terms of the City's performance management policy and system, for purposes of evaluation of the performance of the Secretary to Council, a Group Performance Audit Committee / Performance Evaluation Panel has been established to assist the City Manager and in the process of evaluating the Performance of the Secretary to Council.
- 6.2 The performance of the Secretary to Council in relation to their performance agreement shall be reviewed on a quarterly basis as follows:

First quarter	:	July – September
Second quarter	:	October – December
Third quarter	:	January – March
Fourth quarter	:	April - June

- 6.3 The Secretary to Council must avail themselves for scheduled performance reviews. Failure to do so, may result in the City Manager concluding on the Secretary to Council's review in absentia and the outcome of the review is final.
- 6.4 The City Manager shall ensure that the Group Performance Audit Committee be convened to conduct review sessions on the performance of the Secretary to Council at least twice a year.
- 6.5 The City Manager shall ensure that a record is kept of the mid-year review and final review sessions.

- 6.6 Performance feedback shall be based on the assessment of the Secretary to Council's performance by the City Manager and Group Performance Audit Committee / Performance Evaluation Panel and may include recommendations for corrective steps to be taken to improve performance.
- 6.7 The City will be entitled to review and make reasonable changes to the provisions of the performance plan (scorecard) from time to time for operational reasons. The Secretary to Council will be consulted before any such change is made.
- 6.8 Despite the establishment of agreed intervals for evaluation, the City Manager may, in addition, review the Secretary to Council performance at any stage while the contract of employment remains in force.
- 6.9 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 6.10 The annual performance appraisal will involve assessment of the achievement of results as outlined in the performance plan and each KPA and CCR should be assessed according to the extent to which the specified standards or performance indicators have been met.

7. OBLIGATIONS OF EMPLOYER

The City must -

- 7.1 Create an enabling environment to facilitate effective performance by the employee.
- 7.2 Provide access to skills development and capacity building opportunities.
- 7.3 Work collaboratively with the Secretary to Council to solve problems and generate solutions to common problems that may impact on the performance of the employee.
- 7.4 On the request of the Secretary to Council delegate such powers reasonably required by the Secretary to Council to enable them to meet the performance objectives and targets established in terms of the agreement; and
- 7.5 Make available to the Secretary to Council such resources as the Secretary to Council may reasonably require from time to time to assist them to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

The City Manager agrees to consult the Secretary to Council timeously in respect of decisions which will have a significant impact on the performance of the duties of the Secretary to Council.

9. MANAGEMENT OF OUTCOMES

- 9.1 The evaluation of the Secretary to Council's performance will form the basis for rewarding performance or correcting unacceptable performance.
- 9.2 Non-financial performance rewards may be awarded or a performance bonus not exceeding 14% may be paid to the Secretary to Council in recognition of outstanding performance, in accordance with the City's policy and system referred to in this agreement, whichever is applicable as per the contract of employment.
- 9.3 An increase may be awarded to the Secretary to Council in accordance with the City's policy and system referred to in this agreement, where applicable.
- 9.4 Should the Secretary to Council be entitled to non-financial performance rewards or bonus referred to in paragraph 9.2, this will be implemented after the tabling of the annual report.
- 9.4.1 However, should the Secretary to Council not be entitled to a performance bonus in line with the Secretary to Council employment contract, alternative performance rewards will be awarded as per the relevant policy.
- 9.5 In the case of unacceptable performance, the City Manager shall provide systematic remedial or developmental support to assist the Secretary to Council to improve their performance.
- 9.6 Where the City Manager is, at any time during the Secretary to Council's employment, not satisfied with the Secretary to Council's performance with respect to any matter dealt with in this Agreement, the City Manager will give notice to the Secretary to Council to attend a meeting with the City Manager.
- 9.7 The Secretary to Council will have the opportunity at the meeting to satisfy the City Manager of the measures being taken to ensure that the Secretary to Council's performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 9.8 Where there is a dispute or difference as to the performance of the Secretary to Council under this Agreement, the parties will confer with a view to resolving the dispute or difference.

10. DISPUTES

- 10.1 Any dispute arising out of this Agreement, shall be submitted to and determined by arbitration in accordance with the arbitration rules of an accredited private dispute resolution agency, as amended. The arbitrator shall be mutually agreed upon and shall be selected from a list of arbitrators supplied by an accredited private dispute resolution agency.

- 10.2 The parties shall, prior to the arbitration date, be required to meet with the arbitrator in order to determine the appropriate terms of reference for the arbitrator, and their powers, and to submit an agreement in writing to the arbitrator.
- 10.3 Should the parties fail to agree on the identity of the arbitrator within a period of 14 days after the date of the submission of the dispute to the City Manager, either of the parties shall be entitled to request a private dispute resolution agency, to appoint the arbitrator. The accredited private dispute resolution agency, in making the appointment, shall have regard to the nature of the dispute, and shall have regard to the parties' requirement of speedy arbitration in the selection of arbitrators. If the appointment is to be made in this manner, preference shall be given to the attorneys or advocates on the Panel of arbitrators of the accredited private dispute resolution agency.
- 10.4 The arbitrator shall be entitled further to determine the procedure to be followed in the arbitration, but to ensure that each party has the right to be heard, lead appropriate witnesses, submit documentation, and to argue in respect of the appropriate outcome and remedy. The arbitrator shall, in determining the procedures to be followed, be guided by the parties intention to have the dispute finally adjudicated upon within as short as possible a period from the date of the dismissal, or of the dispute, arising.
- 10.5 The parties shall be entitled to be represented by a representative of choice at the arbitration, and the outcome of the arbitration shall be final and binding. The Secretary to Council shall be bound to the dispute resolution procedures contained herein.
- 10.6 The fact that any dispute has been referred to, or is the subject of an arbitration, as well as any information submitted or furnished to the arbitrator, or in any other matter forming part of the record of any arbitration proceeding, shall be kept confidential by the parties to such proceeding.

11. GENERAL

- 11.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" (scorecard) will not be confidential and may be made available to the public by the City, where appropriate.

- 11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Secretary to Council in terms of their contract or employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SIGNED at Braamfontein on this the 31st day of July 2026

For: **THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY**



Dr. Floyd Brink
City Manager

Witness:  _____
Witness:  _____

SIGNED at Braamfontein on this the 31st day of July 2026



Andile Gobinca
Secretary to Council

Witness:  _____
Witness:  _____

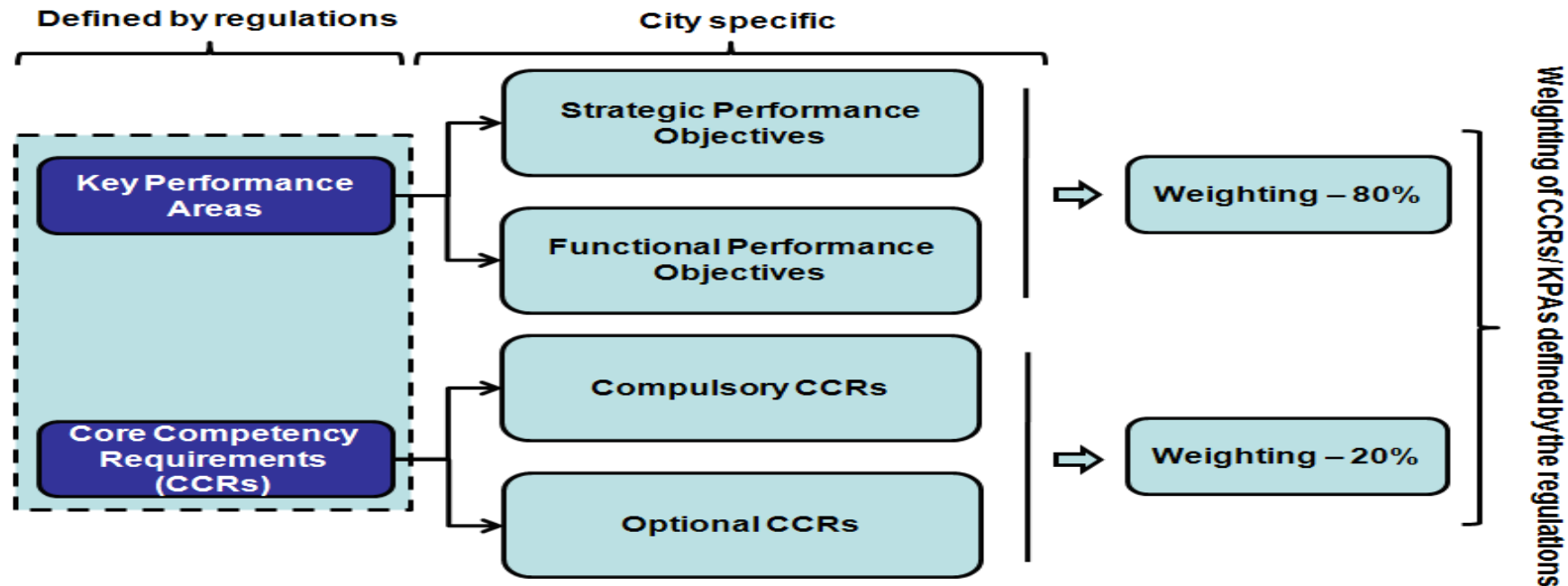


a world class African city

Annexure A

PERFORMANCE SCORECARD	
Employee	Andile Gobinca: Secretary to Council
Manager	Dr. Floyd Brink: City Manager
Department	CoJ: Legislature
Position purpose	To lead the provision of the strategic, effective and efficient logistical and other support systems and process to the office of the Speaker
The period of this Performance Plan is from 1 July 2026 to 30 June 2027	

The individual performance scorecards shall be made up of Key Performance Areas (KPA) {divided into Functional Performance Objectives (FPO) and Strategic Performance Objectives (SPO)} and Core Competency Requirements (CCR). Therefore, the scorecard is separated into three sections, namely, Functional Performance Objectives, Strategic Performance Objectives and Core Competency Requirements.



Strategic Performance Objectives (SPOs) are those KPAs which are derived from key citywide and sector-based objectives and strategies. Of the total 80% KPA weighting, the relative weighting for SPOs should not be less than 50%. The SPOs are developed to reflect the City's strategic priorities within the individual employee scorecard.

Functional Performance Objectives (FPOs) relate to the employee's functional areas, objectives and responsibilities. Of the total 80% KPA weighting, the relative weighting for FPOs should not exceed 30%.

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
SECTION 1: STRATEGIC PERFORMANCE OBJECTIVES (TOTAL WEIGHTING = 50%)						
1.	Legislative oversight and accountability role over the Executive.	1.1	% implementation of the approved Annual Legislative Programme in support of Council's oversight and decision-making responsibilities.	2025/26 Annual Legislative Programme	1 = <70% implementation 2 = 80% implementation 3 = 100% implementation 4 = 100% implementation with all deviations approved and reported 5 = 100% implementation with no cancelled meetings attributable to the Legislature and all reports submitted within prescribed timeframes	- Annual Legislative programme - Approved Council annual planner - Council meeting notices and/or newspaper advert - Council minutes (Council resolution). - Council meeting agenda
		1.2	% of quarterly Councillor attendance monitoring reports submitted in accordance with National Treasury Circular 88 (GG4.1).	4 Quarterly reports	1= 50% reports submitted 2= 75% reports submitted 3= 100% reports submitted 4= 100% reports submitted with attendance trend analysis. 5= 100% reports submitted with trend analysis and recommendations implemented	- Quarterly Councillor attendance monitoring report - Council meeting minutes - Attendance register
		1.3	% of Section 79 Committee oversight activities supported, monitored and reported within prescribed legislative timeframes.	New indicator	1= <70% supported and reported 2= 80% supported and reported 3= 100% supported and reported within prescribed timeframes 4= 100% supported and reported , with corrective actions tracked 5= 100% supported and	- Approved Council annual planner - Approved Section 79 Committee Annual Programme (Strategic Plans) - Quarterly Committee Monitoring Reports - Consolidated Oversight Reports Deviation and Corrective Action

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					reported, with quarterly trend analysis and oversight	Register
2.	Public participation in the City of Johannesburg governance.	2.1	Number of citizens participated in the city's events or engagements ¹	14 048	1= 230 000 2= 240 000 3= 250 000 4= 260 000 5= 270 000	- IDP and CBP report - Awareness campaigns - Public meetings
		2.2	Percentage of wards that have held at least one councillor-convened community meeting C88/GG2.12	New indicator	1< 60% of wards 2= 75% of wards 3= 85% of wards 4= 95% of wards 5= 100% of wards	Report on public meetings convened by ward Cllrs
3	Ward committees Circular 88	3.1	Percentage of functional Ward Committees monitored and supported in accordance with the approved Ward Committee Policy and National Treasury Circular 88 (GG2.1).	New indicator	1= <70% functional 2= 80% functional 3= 90% functional 4= 95% functional 5= 100% functional	- Approved Year Planner of ward committee meetings - Database of functional ward committees - Quarterly Ward Committee Functionality Reports - Annual Functionality Assessment Report

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¹ All City public engagements must be accounted for instead of only focusing on the Legislature public participation activities (Community Based Planning sessions; IDP public consultation sessions; By-laws public consultation sessions; Civic education and outreach sessions; and ward public meetings)

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4	Financial Management	4.1	Audit Outcome ²	Qualified Audit Report with material findings	1= Adverse Audit report ³ 2= Qualified Audit Report ⁴ 3= Unqualified without material findings 4= Unqualified report with audit findings classified as other matters and administrative matters 5= Unqualified audit report with no findings (clean audit)	AG Management Letter
		4.2	% Resolution of internal audit findings ⁵	91% - 95%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes
		4.3	% Resolution of external (AGSA) audit findings ⁶	91% - 95%	1 < 85% resolution 2 = 85% - 90% resolution 3 = 91% - 95% resolution 4 = 96% -97% resolution 5 =98% - 100% resolution (including no findings)	- GAC Internal Audit Report on Findings - Minutes
5	Ombudsman customer complaints	5.1	% Resolution of customer complains within stipulated turnaround times ⁷	No complaints	Less than 50% resolution within 90 days or more 50-99% resolution within 90 days or more	Quarterly report on Ombudsman findings/corrective/remedial action tabled at OCOL

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² The opinion may be that given for the department/entity where applicable.

³ This is where AGSA is unable to and does not express an audit opinion due to uncertainty.

⁴ This is where there is a disagreement between AGSA and COJ on fair presentation & disclosure.

⁵ These are findings by internal audit only that are picked up on an ongoing basis.

⁶ This is for only findings classified as matters affecting audit opinion and others important matters

⁷ Includes Ombudsman, revenue, basic services and petitions. A new baseline will determine reduction to be measured in the next financial year. The turnaround times will be derived as stipulated In the Ombudsman SOPs and/or Departmental SLS and/or SOPs.

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					100% resolution within 90 days 100% resolution within 60 days 100% resolution within 30 days or less	
6	Service Level Standards	6.1	% Compliance to Service Level Standards	New indicator	1 < 75% compliance 2 < 85% compliance 3 = 85% compliance 4 > 85% compliance 5 > 95% compliance	- Departmental progress submitted to GG - Signed Consolidated Governance Service Level Standards Assessment Report of MEs and Departments by GG tabled at GPAC
SECTION 2: FUNCTIONAL PERFORMANCE OBJECTIVES (FPO) (TOTAL WEIGHTING = 30%)						
1	Procurement and Contract Management	1.1	% Compliance to acquisition of goods and services as per the approved demand plan	90% compliance with the acquisition plan	1 = 70% compliance 2 = 80% compliance 3 = 90% compliance 4 = 100% compliance 5=100% compliance and no SCM deviations reported	- Approved Acquisition plan - Departmental Quarterly Acquisition Status Reports - SCM Assessment reports - Audited Financial statements
2	UIFW Strategy Implementation	2.1	Percentage reduction in historical Unauthorised expenditure reported on 30 June 2026	No Unauthorised expenditure reported	1=≤65% reduction 2=66%–74% reduction 3=75%–85% reduction 4=86%–96% reduction 5=97% and above (including non-incurrence in June 2027 report)	- GRAS UIFWe report tabled at GAC and GPAC - Audited Financial Statements

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
		2.2	Percentage reduction in historical Irregular expenditure reported on 30 June 2026	No Irregular expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	
		2.3	Percentage reduction in historical Fruitless and Wasteful expenditure reported on 30 June 2026	No Fruitless and Wasteful expenditure reported	1=<65% 2=65% -74% 3=85% reduction 4=86%-96% 5=97% and above (including non-incurrence in June 2027 report)	
3	Risk Management	3.1	% Implementation of the action plans to mitigate the risks	65%	1 < 50% implemented. 2 = 51% - 84% implemented 3 = 85%- 96% implemented 4 = 96% of departmental top strategic risks implemented 5 = 100% of departmental top strategic risks implemented	- Signed quarterly departmental performance reports - GRGC Risk analysis reports and Minutes
4	Departmental performance monitoring and reporting/ Service Delivery	4.1	% Institutional SBDIP audited achievement	61%	1 = 75% achieved 2 = 80% achieved 3 = 85% achieved 4 = 90% achieved 5 = 95% achieved	- SDBIP quarterly performance reports - Audited Annual Integrated Report
5	Policy Management	5.1	Percentage approved policies in departmental policy register	Approved policies in the register	1=<85% policies reviewed and approved. 2= 85% - 90% policies reviewed and approved 3= 91%-100% policies reviewed and approved 4 = 100% policies reviewed and	- Progress report to GSPCR Policy Office - Approved COJ policies report tabled at EMT and GPAC

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
					approved within 6 months after the date of review 5=100% policies reviewed and approved 3 months after approval	
SECTION 3: CORE COMPETENCY REQUIREMENTS (TOTAL WEIGHTING = 20%)						
Financial Competence (Compulsory)						
1	Financial management	1.1	% Spent of allocated departmental Opex budget	86%	1 < 93% Opex spent 2 = 93% - 94% Opex spent 3 = 95% - 97%Opex spent 4 = 98% - 99% Opex spent 5 = 100% Opex spent	• SAP Report • Signed quarterly departmental performance reports
		1.2	Percentage of valid departmental invoices paid within 30 days of submission to Group Finance for payment ⁸	98%	1 = 90% of valid invoices 2 = 95% of valid invoices 3 = 100% of valid invoices 4 = 100% of valid invoices paid within 25 days 5 = 100% of valid invoices paid within 20 days	Midyear and Q4 Finance Reports on UIFWs.
People Management and Empowerment (Compulsory)						
2	Performance and People Management	2.1	% Of departmental staff receiving performance coaching and review as per the LG Municipal Staff Regulation of 2021	65%	1 = <65% 2 = 65% - 84% 3 = 85% - 100% 4 = 100% compliance, up to 50% of employees achieved 3.1	• Quarterly Performance Management compliance reports • Approved assessment report by GCSS • Signed departmental NFR report

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⁸ By paying service provider within required 30 days, there will be a reduction or elimination of unnecessary auditing findings which will lead to improved control environment within SCM and City as a whole. Each department must ensure that submission of invoices to Group Finance are not delayed. The Finance Manager must ensure that the invoice meets all requirements and all relevant attachments are submitted with the invoice to avoid it being rejected by the Merchants thereby causing a delay in the payment. The department is liable for this compliance.

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
			on performance management		or more on their set targets 5 = 100% compliance, more than 50% of employees achieved 3.1 or more on their set targets	for 2026/27 performance rewards
		2.2	Percentage of disciplinary cases resolved within 120 days ⁹	85%	1 < 60% 2 = 60 – 69% 3 = 70 - 79% 4 = 80 - 89% 5 = 90 - 99%	- Approved departmental quarterly performance reports - GCSS LR report Annual report 2026/27
Change Management (optional)						
3	Organisational Geyodi Mainstreaming	3.1	% Geyodi mainstreaming in the City ¹⁰	New KPI	1 ≤ 40% ¹¹ 2= 41% - 59% ¹² 3= 60% - 79%¹³ 4= 80% - 99% ¹⁴ 5= 100% ¹⁵	- Approved GEYODI action plans signed off by Departmental Acting Executive Directors and Municipal Entities Accounting Officers. - Nomination Letters of Geyodi Focal Persons to champion GEYODI.
		3.2	% EE, Gender and Disability mainstreaming ¹⁶	New indicator	1 ≤ 40% ¹⁷ 2= 41% - 59% ¹⁸ 3= 60% - 79% ¹⁹ 4= 80% - 99% ²⁰ 5= 100% ²¹	- Minutes - Attendance registers - Concept documents.

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⁹ The counting begins with the charge (charge sheet date) laid on the employee up to the day of approval by the Chairperson and committee, of the recommended disciplinary action to be implemented.

¹⁰ The KPI include both the internal and external focused initiatives on Gender, Youth and Disabilities, including Employment Equity compliance in the City.

¹¹ Assignment of Senior Managers to champion the GEYODI Mandate in the department i.e., Geyodi Gender Focal Points and EE Senior Managers

¹² Senior management feedback on Geyodi matters by including GEYODI as a standing item in Senior Management Team (SMT) / Management Committee (Manco) meetings.

¹³ Development of GEYODI Action Plans, including regular consultation with both internal and external stakeholders

¹⁴ Two (2) initiative aimed at mainstreaming GEYODI within a department/Municipal Entity.

¹⁵ Four (2) initiatives aimed at mainstreaming GEYODI within a department/Municipal Entity.

¹⁶ The KPI include both the internal focused initiatives on Employment Equity, inclusive of Gender Disabilities and Diversity Management initiatives and interventions.

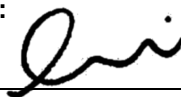
¹⁷ Attendance of consultative sessions scheduled i.e. directorate, departmental and/or citywide; depending on the level of representation in line with the approved Terms of Reference (TOR). This includes recruitment and selection processes which the representative has attended within the reporting period.

¹⁸ Provide feedback to staff or the constituency in ways agreed to by the forum. This includes, emails, staff meetings or relevant structure/forum etc.

¹⁹ Participate in the development of the Action Plan and monitor implementation.

²⁰ Input into or submission of relevant reports to various structures or relevant authorities.

²¹ Facilitate the employee participation in citywide events planned for the City's employees, include workshops, training or EE, Gender and Disability events.

KPA/ SPO No	Key Performance Area	KPI No.	Key Performance Indicators (KPIs)	Baseline	Target	Means of Verification
4	Employee Safety	4.1	Percentage of Health and Safety corrective measures implemented	New indicator	1< 85% corrective measures implemented 2= 85% corrective measures implemented 3= 100% corrective measures implemented 4= 100% corrective measures implemented, and no injuries sustained 5= 100% corrective measures implemented and no injuries and fatalities	- Implementation plan with targeted corrective measures - Signed departmental quarterly progress reports. - Consolidated GSHE biannual assessment reports indicating corrective measures implemented and the level of compliance according to the audits conducted
Customer Orientation and Customer Focus (Compulsory)						
5	Customer satisfaction	5.1	% Increase in customer satisfaction index[1]	60%	1 <60% 2 = 60%. 3 = 61%[2] 4 = 62% 5 = >62%	Annual Customer satisfaction survey report
By signing this performance scorecard, the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the City's Performance Management Policy.						
Andile Gobinca Secretary to Council		Signature: 		Dr. Floyd Brink City Manager		Signature:  Date: 31 July 2026

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^[1] The Customer Satisfaction Survey will focus on initiatives from the War Room, regional accelerated service delivery and all service delivery areas that require turnaround i.e water, energy, waste, roads, safety and measure improvements in these areas etc.

^[2] Per GPAC guidance, an aspirational target to counter declining satisfaction trends